

# **MASTER OF SCIENCE IN LEADERSHIP AND HUMAN RESOURCES DEVELOPMENT**

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## **IMPROVING LEADERSHIP TRAINING AT THE UNITED STATES NAVAL ACADEMY BY UTILIZING INTERACTIVE MULTIMEDIA INSTRUCTION (IMI)**

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**Master of Science in Leadership and Human Resources Development-June 1999**

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This thesis addresses several issues identified in the analysis and design phases of the Instructional Systems Development process to develop an IMI leadership program for the Naval Academy. The overarching goal is to provide the Naval Academy with a study that uses current research and existing innovative leadership programs to answer questions that need to be resolved in developing a program consistent with the Naval Academy's leadership training philosophy. The results suggest that an IMI program can be developed that is consistent with the Naval Academy's leadership development program. The IMI leadership program must incorporate learning theories utilized by midshipmen including observational learning and the Experiential Learning Model. Of the leadership training methods reviewed, the most promising include role playing, simulation, and behavior modeling implemented through interactive multimedia instruction. It was concluded that an IMI leadership program must include learning objectives that take into account not only the theories of leadership taught at the Naval Academy, but also the situational components of leadership. Methods for developing scenarios consistent with the many leadership and counseling theories taught at the Naval Academy, linking past decisions to selection of future scenarios, modeling personality, and providing effective feedback to the midshipmen and the Naval Academy for performance measurement are discussed.

**DoD KEY TECHNOLOGY AREAS:** Computing and Software, Manpower, Personnel, and Training

**KEYWORDS:** Interactive Courseware (ICW), Interactive Videodisc (IVD), Interactive Multimedia Instruction (IMI), Leadership Training, United States Naval Academy

## **STUDY OF VOLUNTARY RESIGNATION BY FEMALE MIDSHIPMEN FROM THE NAVAL ACADEMY**

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The attrition rate of midshipmen at the Naval Academy is higher for women than for men. This thesis examines the voluntary resignation of female midshipmen from the Naval Academy. Specifically, the study focuses on theories of college student attrition that are based on data from traditional civilian universities. Data obtained from the Naval Academy's Institutional Research Department was analyzed. In addition, in-depth interviews were conducted with 15 female midshipmen and the Chair of the Women Midshipmen Study Group. The interviews were supplemented by statements made in resignation letters

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Results of quantitative and qualitative analysis show that a greater number of factors likely influence a female midshipman's decision to voluntarily leave the Naval Academy than a student's decision to leave a traditional civilian university. A major finding drawn from correlation testing on MBTI personality types revealed that the "active" personality type characterized as being the most suited with the military officer profession is highly correlated with voluntary attrition. This personality type is the most represented in the population of female midshipmen. Recommendations addressed several areas of possible improvement and proposed further research regarding female and male midshipmen and voluntary attrition.

**DoD KEY TECHNOLOGY AREA:** Manpower, Personnel, and Training

**KEYWORDS:** Female Midshipmen, Midshipmen, U.S. Naval Academy, Retention